STORJ REPORT

DIVERSITY, EQUITY, AND INCLUSION (2021 - 2022)

STORJ

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LETTER FROM OUR CEO

Storj is pleased to present its second Diversity, Equity, and Inclusion (DEI) Annual Report.

As we stated when we issued our first DEI Report, making progress on issues of DEI is a [moral imperative for our industry](#)—in particular for startups. Storj has made a commitment to DEI at the highest levels, both as a core value and as a structured [set of initiatives](#). We've done this partially because it's the right thing to do, however, a plethora of studies also have shown the positive impact of DEI on corporate and [financial](#) performance and [innovation](#). While this shows us embracing diversity is the smart thing to do, it doesn't necessarily mean it's the easy thing to do.

Our experience has shown it takes sustained effort, leadership, and initiatives across all parts of a company to make meaningful progress in improving representation within your organization. In this report, we have highlighted new initiatives including responses to the war in Ukraine, ESGs (Environment, Social, and Governance), reducing our environmental impact, the founding of Storj Institute, and Internship opportunities. We continue to follow best practices in hiring, engagement, and wellness to ensure our culture, values, and inclusion remain intact.

As we look toward the future of Storj, we forge ahead as innovators and disrupters, and do so together, as one team, with one mission. Even as we grow, we strive to maintain a culture of inclusion. As other organizations reduce or remove their DEI initiatives, Storj remains true to this vision of diversity, equity, and inclusion. These are our values, and we live them out loud.

This report, therefore, not only outlines what we're doing and why we're doing it, but also presents the good, bad, and ugly of our results to date. In doing so, we hope learning about our experiences and results will help inspire and educate others in the industry. More importantly, we hope it will keep us internally honest.

While I am inspired by the progress we've made, and I am grateful for the efforts and passion of so many people at Storj, it's clear we still have a lot of work ahead of us.

Of course, we welcome feedback, comments, criticism, and suggestions.

Special thanks are due to the members of our DEI council for their dedication in driving many of these initiatives, and to the members of the executive team and the board who have embraced our DEI as top level initiatives. I'd also like to thank Katherine Johnson, our Chief People and Legal Officer, for her continued leadership in this area.

Ben Golub

Storj CEO and Executive Chairman

INTRODUCTION

Background

Life and work at Storj are shaped by our core values, which include being Secure, Together, Open, Resolute, Empowered, and Different. The principles of diversity, equity, and inclusion are interwoven throughout each of these values and serve as the foundation of our culture.

Our 2020 Diversity, Equity, and Inclusion Report was the first report of its kind published by Storj. The report stemmed from our 2020 DEI Key Initiatives, which included tracking metrics and performance in the spirit of increased accountability. Like the last report, we are including with this Report the key metrics we started tracking in 2020, contained in **Appendix A**. It was comprehensive, intending to lay the groundwork for future reports to update progress with each iteration.

As noted in the inaugural report and in the CEO's introduction above, these reports aim to not only outline the "what" and "why" of our DEI program, but also to share, in typical Storj fashion, a candid and forthright picture of how our initiatives have impacted our results to date. While there is much that we are proud of, we fully recognize that there is always room for improvement, and note that throughout our reporting as well.

We intend for these reports to foster discourse and commitment among other tech leaders and professionals to bring greater diversity, equity, and inclusion to the tech industry.

About Us

What is Storj?

Storj is the leading provider of enterprise-grade, globally distributed cloud object storage. Easily integrated into any existing stack, with S3 compatibility, Storj is a trustless, open source, globally distributed network that utilizes existing excess storage capacity. We make enterprise-grade performance, privacy, and resiliency available for 1/5 to 1/20 the price of legacy, centralized cloud storage providers.

The world continues to create vast amounts of data. By some estimates, the data created last year would fill a stack of CD ROMs to the orbit of Mars and that amount is expected to grow by 30% this year. Somewhere in that data is information that could lead to a cure for cancer or clean sources of energy, a video of a baby's first steps or a great-grandparent's last words, a glimpse of the next earth-like or the only record of a winning touchdown, documentation to prevent civil-rights abuses or crop failures. The growth in the amount and value of data means that there is a huge need for alternative means of storing data that are more afford-able, durable, performant, private, and distributed than those currently available from the hy-perscalers. We believe that embracing decentralization is the most promising way to provide such an alternative.

About Us

Our Mission & Vision

Our mission remains clear as we aim to "Enable the Decentralized Future" and lean into our vision of being the storage layer for the decentralized internet. The specifics of our vision includes:

- Building a thriving business by unleashing the potential of decentralized storage;

- Creating a vibrant ecosystem and standard for decentralized storage;

- Being the leading provider of, and having the best platform for decentralized storage;

- Remaining true to open source and decentralized values.

The Storj Team

At Storj, we have always been a remote first company. Our team members and node operators are represented in communities across the globe. This diversity of place allows for diversity of spirit. The Storj leadership team is led by Ben Golub, former CEO of Docker, and includes individuals with a unique mix of experience in storage, distributed systems, blockchain, open source software, startups, and established companies.

DEI AT STORJ

We are fortunate to have a vibrant Diversity, Equity, and Inclusion Council ("DEI Council"). Our DEI Council hosts bi-monthly meetings open to all, where ideas originate that impact everything from Storj's response to significant social and political events to how to stay connected even while our team members live and work in different places all around the world. The DEI Council provides a vital voice to our organization and creates opportunities for change, improvement, and impact within and outside the company.

The Council, which has been active since 2019, focuses on:

- Diversity = the range of human differences, including but not limited to race, ethnicity, gender, sex, sexual orientation, age, financially disadvantaged backgrounds, physical ability or attributes, religious or ethical values system, national origin, and political beliefs.

- Equity = fair treatment, access, opportunity, and advancement for all people. Equity involves removing barriers that impede or hinder participation of individuals who are underrepresented in our industry.

- Inclusion = involvement and empowerment, where the inherent worth and dignity of all people are recognized. An inclusive company promotes and sustains a sense of belonging; it values and practices respect for its team members' talents, beliefs, backgrounds, and ways of living.

To read more about the DEI Council's priorities and goals, please see the DEI Council Charter, in **Appendix B**, of this Report.

ENVIRONMENTAL, SOCIAL, & GOVERNANCE

Environmental, Social, and Governance (ESG) frameworks help companies and entities ensure that they are operating ethically and focusing on issues beyond financial performance. We are adding this section to our DEI report to disclose data outlining our company's impact within the environmental, social, and governance areas.

Environmental

Sustainability Is In Our DNA

When building Storj, we made multiple design considerations to enable the delivery of secure, durable, and performant storage in a manner that is significantly more carbon-friendly than traditional local and cloud storage. By design, our system is built to use existing unused capacity on already deployed hard drives and storage systems globally in a power- and resource-friendly way. The most carbon-intensive part of a disk drive's lifecycle is often the manufacture itself. By some estimates, over 80% of the drives in data centers are less than 20% full. It takes no additional people, equipment, facilities, or cooling – and only minimal additional electricity – to run a drive at near-full capacity.

Based on preliminary analysis, depending on use case and other assumptions, using Storj to store a TB of storage for 3 years creates 75-90% less Kg of CO_2 vs. an efficient cloud provider, and 90-97% less Kg of CO_2 compared to less efficient corporate data centers. We will be releasing a detailed environmental analysis in the coming months (https://www.storj.io/benefits/sustainability).

However, we are not perfect. To remove carbon created due to our STORJ token, Storj has engaged with carbon offset companies and will continue our goal to green by adjusting our product and our storage methods as new and more efficient methods become available.

Environmental (CONTINUED)

Our Green Initiative

Storj is committed to being green and as such has committed to offsetting all carbon usage from the STORJ token during Ethereum's time with Proof of Work from a variety of vendors. We have purchased and retired 97% of all of the required offsets at this point and the remaining 3% are pending. We tried to purchase a variety of offsets to diversify our impact. For some of these purchases the vendors accepted STORJ token as payment. Since ETH has now moved to proof of stake instead of proof of work, we don't anticipate use of the STORJ token having significant environmental impact going forward.

In our quarterly token reports, we provide progress updates on our purchasing and retiring of carbon offsets. (For the latest example, please see "Carbon Intensity" in the STORJ Token Balances and Flows Report: Q4 2022).

To learn more about how Storj is green by design and efforts we've undertaken with others to address pressing social and environmental issues, see here.

Social

Storj Institute

In 2022, Storj sponsored the establishment of the Storj Institute, a 501(c)(4) non-profit that has as its mission to bring awareness of decentralized storage and web3 technologies to the public for the common good, with a focus on underrepresented people in tech including people of color, women, and other marginalized populations through education and advocacy. The Institute hired its first director, who has extensive experience in non-profit organizations and is the former co-founder and Director of Operations for the Minnesota Blockchain Initiative. In 2022, the Institute furthered its mission through:

- Sponsoring the Webolution, which brought together approximately 50 diverse individuals across the country with varying levels of expertise in blockchain to help advance their understanding and create relationship building opportunities;

- Featuring real-world blockchain use cases by sponsoring artists to the Uptown Art Fair in Minneapolis in conjunction with Web3MSP and hosting an NFT-art show at Art Basel highlighting underrepresented artists;

- Partnering with Founders Live to help feature underrepresented founders, with a focus on those in web3, who use the Founders Live platform to hone their pitch skills and expand their networks;

- Participating in Emergent Africa Forum in discussions on how blockchain can be used to address pressing issues in Africa and discussing how to address BIPOC underrepresentation in emerging technologies as part of Black Blockchain Summit at Howard University;

- Identifying underrepresented grant recipients for awards to support their entrepreneurial efforts in emerging technologies.

Corporate Social Responsibility

We strive constantly to improve our social engagement both within and beyond our Storj family. When team members were impacted by war in Kyiv or when there were intentional attacks on those in marginalized (Asian, Black) communities, Storj has made contributions to organizations that serve these communities. As our CEO, Ben Golub, stated, "Our top priority was to make sure that the people who worked with and for Storj were safe and taken care of – and we were able to do that." (Cybernews, "'Cloud should be about more than just storage.'") Although it is a small step, we feel it is an important step. At Storj, we know our impact may be small, but we must engage and we must stand up against atrocities.

Governance

Corporate & Token Governance

At Storj, we are fortunate to have strong corporate governance including, but not limited to: financial and token audits independently verified, board governance, crypto governance, legal and cybersecurity. We also seek to find and remove any bias concerning performance reviews or hiring. In addition, we added a compensation committee comprised of independent, diverse advisors from to review and approve bonuses, equity, and executive pay as well as our overall compensation policy and program.

Compliance remains top of mind. We offer all team members the option of providing feedback and questions to leadership through GetNiko where team members can post questions, anonymously or not. We also have a hotline for confidential ethics reporting where team members can call in any instances of suspected misconduct.

Governance (continued)

Policy Advocacy

Through the Storj Institute and Storj's Legal and Compliance team, we have supported policy advocacy efforts across the U.S. that call for more clear regulatory guidance in blockchain. In the United States, a number of entities have come together to encourage continued innovation through sound guardrails in the development of the blockchain industry. In this spirit, Storj has become a member of the Blockchain Association and has representation on the Wilson Center Digital Assets Forum as well as the Institute for Security and Technology.

ESG: An Ongoing Effort

2021 and 2022 saw Storj partnering with others to help address pressing global issues by:

- Recording war crimes

- Fighting hunger and poverty

- Preserving our history

- Protecting against cyberattacks

- Keeping children's data safe online

For more on what we're doing, see our blog.

FOCUS ON OUR GLOBAL FAMILY

At Storj, we are fortunate to have team members around the world. This also means that we have people around the globe who are directly impacted sometimes by tragic events.

During the course of 2021, there were a number of attacks against the Asian community. One such incident occurred in Atlanta where Storj was originally headquartered and where we have a handful of team members. In solidarity, we supported organizations such as Stop AAPI Hate. While this is a small step, we strive to show that we stand with the Asian community against senseless violence.

Beginning in February, 2022, some of our team members in Kyiv have been in very real and close peril. Again, while it is difficult to know how to show support during such tragic events, we took steps to offer our full support. Team members individually and Storj as an entity donated to causes to assist Ukraine. We continue to keep all those affected in our daily thoughts. Ben Golub, our CEO, wrote a post to our Blog discussing the action we took.

Storj does not tolerate acts of violence against any community, and will continue to stand with marginalized communities.

THE GREAT RESIGNATION

At Storj, we value teamwork, collaboration, innovation, and inclusion. We feel these are values that we could never succeed without. As thousands of people walked away from all manner of work during what would become most commonly known as the Great Resignation, Storj doubled its focus on retention. In some ways, Storj was lucky to already have been a remote-first company before the pandemic could change the way we work. But the change people leaving their jobs were seeking, according to some reports, were due to a larger picture in the whole frame of life: Workers wanted to feel valued. They wanted to be seen and heard and were willing to be unemployed rather than continue on as they had been. As the workers left en masse, Storj listened. We rolled out wellness initiatives which featured speakers on a myriad of topics, we leaned in more closely to the feedback we received, we adjusted.

Storj, however, was not unaffected by the Great Resignation. In calendar year 2020, we lost seven team members, representing 12% of our workforce as of the end of the year, with 14% of them women and 14% in the category of underrepresented people of color. In 2021 and in 2022, nine team members left, representing 14% and 11% respectively of our workforce at the time. In 2021, 22% of the team members who left were women, and 11% were underrepresented people of color. In 2022, 55% of those who left were women or non-binary, and 55% were underrepresented people of color. Although we strive for better metrics on attrition and retention, these statistics roughly mirror tech startups overall that as of January 2022, at least according to one source, was reported as 13.2%, which is higher than other industries. These details are included in **Appendix A**.

NEW INITIATIVES

In 2021 and 2022, we continued to build on the three key initiatives from 2020, which included metrics and accountability, hiring practices, and mentoring. We are sharing our updated Hiring Practices Guide, which was introduced with our 2020 report, as Appendix C to this Report. For more on our approach to DEI in 2020, see the "2020 Report: Diversity, Equity, And Inclusion" included as Appendix D of this Report.

Over the last couple years, we also turned to: i) serving the needs of our team members through global challenges and embedding health and wellness into all our initiatives; and, ii) building connection with the broader community.

Recognizing that our people are our greatest asset, we bolstered our People Operations team by creating our first Human Resource Business Partner role, which was filled by an internal candidate with deep recruiting expertise. We also hired our first Director of People Operations.

Storj believes wellness should be an integrated part of each Storj team member's experience. In 2021 and 2022, in the face of novel challenges including but not limited to a continuing global pandemic, civil unrest, and geopolitical turmoil, we employed a multi-prong approach to wellness. We have long offered benefits aimed at improving the lives of our team members such as: unlimited PTO policy; Employee Assistance Program; and, company-wide 1:1 check-ins with all team members.

New initiatives in 2021-2022 included:

- DEI Speaker Series

- Wellness Seminars

- Wellness-Themed All Company Weeks

- Employee Resource Groups

- Buddy System for New Hires

- Internship

- Acknowledging Global Diversity

Our current initiatives reflect the feedback that we have received from our team members through efforts to collect and incorporate continuous feedback including, but not limited to: DEI Council meetings; eNPS and engagement surveys; candidate feedback surveys; exit

interviews; weekly POLC open office hours; and, company-wide 1:1 check in meetings. While we have room to improve, we feel confident in our focus and constantly ask for and receive feedback on our culture of the company. We do this to ensure collectively we are on the right path. The above list is a reflection of how we've taken that feedback and progressed toward the future. Through this feedback, we are reminded that we are one team. We do not have a dedicated DEI team or leader because we view ourselves as the DEI team collectively. Our DEI efforts should be a part of everything we do.

DEI Speaker Series

To better expand our understanding of key issues and topics, Storj invites outside professionals and experts to instruct on a number of subjects. Typically, these presentations provide important perspectives on social issues which greatly affect people from underrepresented communities.

As one of a few successful, independent companies in our field with a Black founder, we also recognize the importance of featuring other inspiring founders and leaders of color. The DEI speaker series has become an ideal forum for this. We proudly featured the following speakers on timely topics:

- Rachel Cash, founder of Elroi, a data privacy management solution

- Jazz Hampton, CEO & GC of TurnSignl, an on-demand lawyer app

- Elaine Rasmussen, CEO Social Impact Strategies Group Consulting, on wealth gap and financial wellness

- Mason Runsthrough - Native American Heritage presentation

Wellness Seminars

Additionally, we also have speakers as part of the Storj Wellness Program who instruct on topics such as mental health, work/life balance, financial literacy, and the like.

- Alice Katwan - Work/Life Balance

- Evan Nelson - Financial Wellness

- Jeff Aguy - Joy and Fulfillment

- Asha Tarry - Mental Health Consulting

- Dr. Clara Akers - Real Life Wellness

- Sensei Shui - Sound Therapy

- Lee Garr - Health & Wellness - Organic Peace

Wellness-Themed All Company Weeks

In addition to our DEI Speaker Series and Wellness Seminars, we have dedicated several of our All Company Weeks to the theme of psychological/mental health and wellness at work. Storj hosts several All Company Weeks annually that focus on the state of the company, objectives and strategies, product roadmap, and sales and marketing. These events are an ideal opportunity to reinforce our commitment to an inclusive culture and to reconnect as a remote-first company. In the period covered by this report, we held five All Company Weeks (two in 2021 and three in 2022), with the last held in person in Montreal, Canada. Each of our All Company Weeks has a day dedicated to DEI-related topics. Featured speakers over the last couple years include:

- Patti Perez, author of The Drama Free Workplace: How You Can Prevent Unconscious Bias, Sexual Harassment, Ethics Lapses, and Inspire a Healthy Culture

- Brian Solis, author of LifeScale: How to Live a More Creative, Productive and Happy Life, focusing on work & life integration and digital health

- Anthony Lue, disability advocate who speaks on determination, persistence, and transformation

- Panel discussion on Maintaining Culture through Growth with panelists Atif Khan (COO of Stardust), Lorine Pendleton (angel investor and Storj advisor), Hoyun Kim (CLO & Head of Inclusion for ExecOnline, Inc.), and Darius Griffin (Director of AML/KYC at BlockFi)

Employee Resource Groups

Employee Resource Groups (ERGs) are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace. They are often built to support various groups of people who face unique challenges. The goal of our ERGs at Storj is to provide a safe and private space for team members to share thoughts and experiences and ask questions within their particular group without fear or judgment. Our ERGs include the following:

- rainbow - ERG group for LGBTQ+ and allies

- parents - ERG group for team members with kiddos

- women at Storj - ERG group for women at Storj

- bipoc - ERG group for black, indigenous and people of color at Storj

Buddy System for New Hires

Each new team member is assigned a buddy during the first week of orientation. To ensure our new hires have availability to resources working remotely, the assigned buddy will partner to provide the necessary support needed for the best employee onboarding experience. Buddies meet with their assigned new team member multiple times within the first weeks of employment. This helps foster relationships, provide answers to questions related to work at Storj, and helps build the social support system new team members need to be set up for success as they begin their journey at Storj.

Internship

In 2021, we launched our first official Summer Internship Program. We received just over 3,000 internship applications in 2021 alone. We ultimately hired three Software Engineer Interns to join our engineering team for 12 weeks, June through August. We had two women and one man in our first internship cohort. Two of the three interns were underrepresented people of color. One of the interns worked with Storj in the '21-'22 academic year and then joined as a full-time Software Engineer after graduating in 2022.

With the success of our 2021 Summer Internship Program, we brought the program back in 2022 and hired three Software Engineer Interns for 12 weeks, June through August. The Summer Internship Program offered the interns an opportunity to work on engineering projects, participate in cross-functional engagement, attend Lunch & Learn meetings with Executives, attend and contribute to company-wide meetings, and present their work to the company at the end of the internship.

Acknowledging Global Diversity

Time Zones & Geographies

In response to feedback we received that we could be doing more internally to accommodate the schedules of our team members outside the U.S., we started holding company-wide, specifically, and most team meetings in a time band that would accommodate the most time zones. (In U.S. hours, this generally falls from 9:00 a.m. - 12:00 noon Central Time/ 1500-1800 UTC). We also started using Coordinated Universal Time for scheduling company-wide meetings.

We make an effort to ensure global representation in our hiring, from our hiring teams to working with external recruiters internationally and who understand our global reach. Also, as noted under the section on Storj Institute above and as described in Appendix A, we have worked with external groups who are focused on blockchain development in Africa, and hired two team members from Ghana, Africa in the period covered by this Report. In addition, we added our first team member from New Zealand.

In addition, we received requests to have an All Company Week outside the U.S., which had not happened in the history of Storj. (One was scheduled to take place in Germany in 2020 but was canceled due to the pandemic.) We therefore held an All Company Week (ACW) in Montreal, Canada, in October 2022. At that ACW, we repeated the exercise that formed the foundation for our 2020 roadmap and key initiatives: asking every team member to join a table and answer the questions what are we doing well now with regard to DEI, and what can we do better. The responses will help inform our DEI projects and roadmaps in the coming years.

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Acknowledging Global Diversity (continued)

Holidays that Celebrate Diversity

Most of Storj's team members reside in the United States. Generally speaking, we follow the U.S. holiday schedule. However, a significant number of team members reside outside the U.S. Non-U.S. holidays are marked on our company calendar, and team members who have holidays are able to use unlimited PTO if they so choose. In the time period covered by this Report, we added the following holidays:

- **Juneteenth** - starting in 2020, Storj started observing Juneteenth as a company holiday. Juneteenth is acknowledged as the United States' second independence day, marking the end of slavery in the U.S. In 2021, Juneteenth became a national holiday.

- **International Workers Day / May Day** - People in countries all over the world celebrate International Workers' Day in order to respect and highlight the contribution of workers to society. The day arises from activists in the late 19th century pushing for better conditions for workers, such as an eight-hour workday.

- **Election Da**y - Storj values the power of each individual's voice. To ensure a person's right to participate in the power of choice and to allow for excessive lines at diminishing polling places throughout the United States, Storj is closed on Election Day during Presidential elections so US team members can exercise that right.

Storj's Global Cookbook

In late 2022, Storj published a cookbook that all were invited to contribute recipes to. The breadth of cuisines reflects the global diversity that we are proud to claim. The cookbook was the brainchild of our Senior Director, Growth Marketing, and was shared along with a Storj branded apron to all our team members.

CONTINUING INITIATIVES

At Storj, we are in a continual mode of revisiting what works well and where we can do better. Efforts and initiatives that have proven themselves to result in desired effects are continued and fostered. Some of these are featured below.

Ongoing Efforts

Storj recognizes the importance of continuity and reliability in initiatives that have proven to be successful. For this reason we continue to employ the following measures that were introduced in 2020 or before:

- DEI Council review of job descriptions to eliminate language that has been shown to dissuade people from underrepresented groups from applying;
- Training of hiring teams that identifies and discourages unconscious bias and encourages the use of pronouns that signal an LGBTQ+ welcome environment;
- Use of double Rooney Rule and Parity Pledge to ensure a diverse roster of individuals who are brought in to interview for each position, with weekly Hiring Updates to senior leadership that include Rooney Rule & Parity Pledge metrics for all open roles;
- Know Your Executive / Colleague (KYC) Series that features interviews of company leaders to encourage personal connections and emphasize tone from the top commitment to DEI. New KYC sessions since our last report included the Chief Marketing Officer, Chief Legal, People, & Compliance Officer, and our new HRBP;
- 1:1 check-ins that started in 2020 at the beginning of the Covid-19 pandemic. We continued them in 2021 and 2022, with an emphasis on gauging the morale and engagement of our team members across the company;
- Biannual Employee Net Promoter Score (eNPS) survey along with an annual deeper dive engagement survey that includes a section to gauge inclusion. Bonuses across the company are based on OKR achievement, and eNPS is measured in our OKRs. To encourage candor, the eNPS score itself is not counted toward bonuses, but

employee participation in the survey does count toward bonus calculation. See Table 1 below, showing consistent achievement of our eNPS target of 50 or greater in the period covered by this Report. The average participation rate in 2021 was 60% and increased to 68% in 2022.

- Exit interviews continue to be held with every departing team member. We use the feedback we receive to make improvements across the board.
- Our mentoring program continues to be strong, with 15 pairings at the end of 2022. Mentoring teams have the option to continue in their current pairing or get a new pairing every six months.

TABLE 1
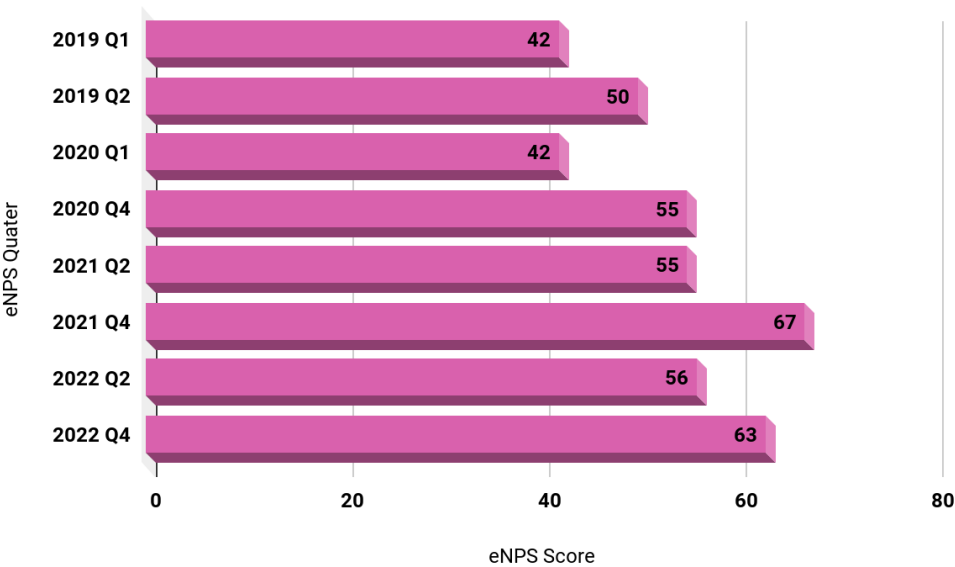
CONTINUING INITIATIVES (continued)

Professional Growth & Development

Even while facing global challenges, we recognized the need for continued professional development for each of our team members. 2021 and 2022 brought such challenges as the Great Resignation, "quiet quitting," and a competitive hiring market. These challenges highlighted the need to continue keeping team members engaged and understanding how their work fits into the company's broader goals.

To enhance the Storj experience, we continue to lean into programs like new-hire orientation and buddy programs, professional training courses, and stipends for outside training resources as well as home office stipends, that improve the remote work experience. Required trainings include courses on sexual harassment, respecting gender & sexual differences, and SMART goals. We conduct regular legal and compliance training, and perform reviews and audits to ensure compliance with our compensation policy as well as equity and fairness in bonuses and promotions.

Storj recognizes the importance of consistency in what it means to be a manager at Storj and lead geographically-distributed teams. Most team members (and all managers) go through new manager training, which includes discussion on unconscious bias, conflict management, interviewing, delivering effective coaching, and managing geographically and culturally diverse teams.

CONCLUSION & LOOKING FORWARD

We are proud of our progress in the areas of expanded geographic footprint, increased representation of women at the company, more people reporting having a disability, and an increase in BIPOC engineers. In addition, we have made strides in the development of our ESG program and new initiatives described above.

At the same time, we recognize that we, like other companies, need to work hard to maintain our high DEI standards and culture as we grow. Through our surveys, roundtables, and companywide check-ins, we have received feedback that we can work on: improving accessibility consistent with Americans with Disabilities Act standards; continuing to look for ways to include team members outside the U.S.; and, work to make space for cognitive, social, and cultural differences.

As always, it's important that our culture aligns with our efforts as a company. Growth for a company, along with global events and circumstances, present challenges as well as opportunities. As we move forward, we will continue addressing them as we always have, as one team driven by our values and our core belief that diversity, equity, and inclusion makes everything better.

APPENDIX A: METRICS REPORT

One way we get there is through data collection and analysis or metrics. This Appendix is provided to give a snapshot of the makeup of our team from January 1 to December 31, 2021 and January 1 to December 31, 2022. Our previous report represented data from April 1, 2020 which is when we started closely tracking data to March 31, 2021. However, we realized it would be more effective to compare our metrics year over year if our data is collected for a calendar year. In an effort to effectively represent our data year over year, this report will include metrics for all of 2021 and 2022 respectively with the plan to report annual metrics going forward.

Data Collection

We are proud of our data integrity and collection. We use our human resources information system (HRIS) as our one true source for data about our team members. While it is not required, we encourage team members to complete the self identification fields including gender, race, LGBTQ+, disability, veteran status, and others during the onboarding process and throughout the year as needed. This data collection helps us to see our progress and identify the areas where we need to improve. We do encounter challenges in data collection due to cultural differences, privacy concerns, and lack of understanding of why the data is needed. As a result we always inform our team members that completing self-identifying fields are optional and explain the reasons we want to collect this data.

Since the end of 2020, our company size has grown by 33% from 60 total team members to 84 total team members as of the end of December 2022. Despite our growth, we are still a small company so our data represents a relatively small sample size. While the data set is not extensive, our HRIS reporting functionally has enabled us to collect data accurately and consistently. We supplement our HRIS reporting with data collected and organized in EmployeeCycle, a tool produced by a minority-owned human resources software company.

Response Rates

For each category of information sought, response rates varied both years. In 2022, we saw the highest participation rate when compared to 2021 as well as to the response rates that formed the basis for our data reported in the 2020 report.

2021

- 100% answered questions relating to gender identification
- 100% for race and ethnicity
- 77% for LGBTQ+ (23% selected "decline to answer")
- 85% for disability (15% selected "decline to answer")
- 80% for military experience (20% selected "decline to answer")

2022

- 100% answered questions relating to gender identification
- 96% for race and ethnicity (4% selected "decline to answer")
- 88% for LGBTQ+ (12% selected "decline to answer")
- 90% for disability (10% selected "decline to answer")
- 92% for military experience (8% selected "decline to answer")

As noted above, the data provided in this Metrics Report is based strictly on the responses team members provide in the HRIS. We never guess, assume, assign, or verify any piece of information sought or provided, relying entirely on our team members to provide the data they wish to share. Except as specified, percentages are based only on the number of people who provided their data.

Understanding the Terms "People of Color" and "Underrepresented People of Color"

At Storj, as based on the technology industry generally, "Underrepresented People of Color" include American Indian or Alaska Native, Black or African American, Hispanic or Latino (also referred to in this report as Latinx), and Native Hawaiian or Other Pacific Islander. "People of Color" also includes Asians who, while not underrepresented in tech overall, are underrepresented in management in US companies.

Describing Leadership

Strictly for utility (and because we believe everyone at Storj is a leader in their own right), we use "leadership" here to refer to anyone in a manager role or above. We believe it is useful to examine who is in the most senior levels within our organization and therefore also look at the composition of the c-level separate from managers and directors.

Defining Engineering Roles

As with our last report, we use the term "engineering roles" as opposed to "technical roles," since we recognize there are problems inherent in referring to people and roles as technical v. non-technical, particularly in a technology company. Technical ability, of course, is a continuum, and many people in what we think of as non-technical roles use technical skills daily. The people who are in "Engineering Roles," as the term is used in this Report, are the engineers who work on our Engineering, Strategy, and Product teams.

Overview of Metrics Reported for both 2021 and 2022

- # of Team Members incl. FTEs, PTEs, EORs, Org Chart Contractors)
- # of Continents
- # of Countries
- List of Countries
- New Team Members
- How Many Team Members Left
- Net Addition
- Workforce by Gender
- Workforce by race & ethnicity
- Sexual orientation & identity: LGBTQ+ by percent
- Disability by percent
- Veteran by percent
- C-level by gender (Women/Men) by percent
- C-level by race & ethnicity by percent
- VPs, directors & managers by gender
- VPs, directors & managers by race & ethnicity

- Engineering roles by gender (includes our Strategy team members)
- Engineering roles by race & ethnicity (includes our Strategy team members)
- Contractors by gender
- Contractors by race & ethnicity
- Board members by gender (Board: Ben, Shawn, Brian Lillie)
- Board members by race (Board: Ben, Shawn, Brian Lillie)
- Advisors by gender (Advisors: Mairtini Ni Dhomnhaill & Lorine Pendleton)
- Advisors by race (Advisors: Mairtini Ni Dhomnhaill & Lorine Pendleton)
- New hires by gender
- New hires by race & ethnicity
- New hire percentage by POC & URPOC
- Attrition by gender
- Attrition by race & ethnicity
- Attrition by tenure

As of December 31, 2021, Storj had 66 team members across five continents and 17 countries. Approximately 67% of our team members were in the Americas, 32% were in Europe, and 1% were in Africa.

As of December 31, 2022, Storj had 84 team members across five continents and 16 countries. Approximately 73% of our team members were in the Americas, 25% were in Europe, and 2% were in Africa.

One notable change is that we expanded our team base into Africa since 2020.

As of December 31, 2022, Storj is headquartered in Atlanta, with team members in Salt Lake City, Silicon Valley, New York, Minneapolis, Austin and other US cities, as well as Brazil, Bulgaria, Canada, Cayman Islands, Estonia, France, Germany, Ghana Hungary, Mexico, North Macedonia, New Zealand, Poland, Spain, and Ukraine. Altogether, our team members speak over a dozen different languages.

Total Team Members 2021

			66 Total
5 net	9 separated	14 new	
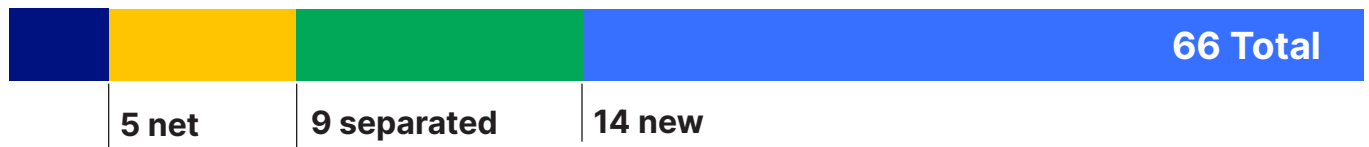
From January 1, 2021 to December 31, 2021, fourteen new team members joined Storj and nine left, leaving a net addition of five people to our teams. The graphs that follow provide a snapshot of who we were as of December 31, 2021.

Total Team Members 2022

			84 Total
18 net	9 separated	27 new	

From January 1, 2022 to December 31, 2022, twenty-seven new team members joined Storj and nine left, leaving a net addition of eighteen people to our teams. The graphs that follow provide a snapshot of who we were as of December 31, 2022.
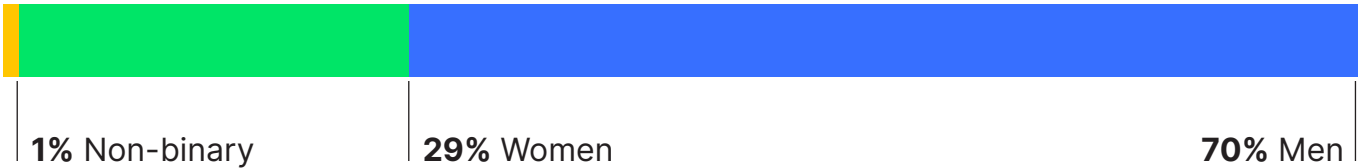
Age Distribution

In 2021, our 66-person team represented the following age ranges:

- 22, or 33%, of our Team Members were between 20 - 29
- 23, or 35%, of our Team Members were between 30 - 39
- 12, or 18%, of our Team Members were between 40 - 49
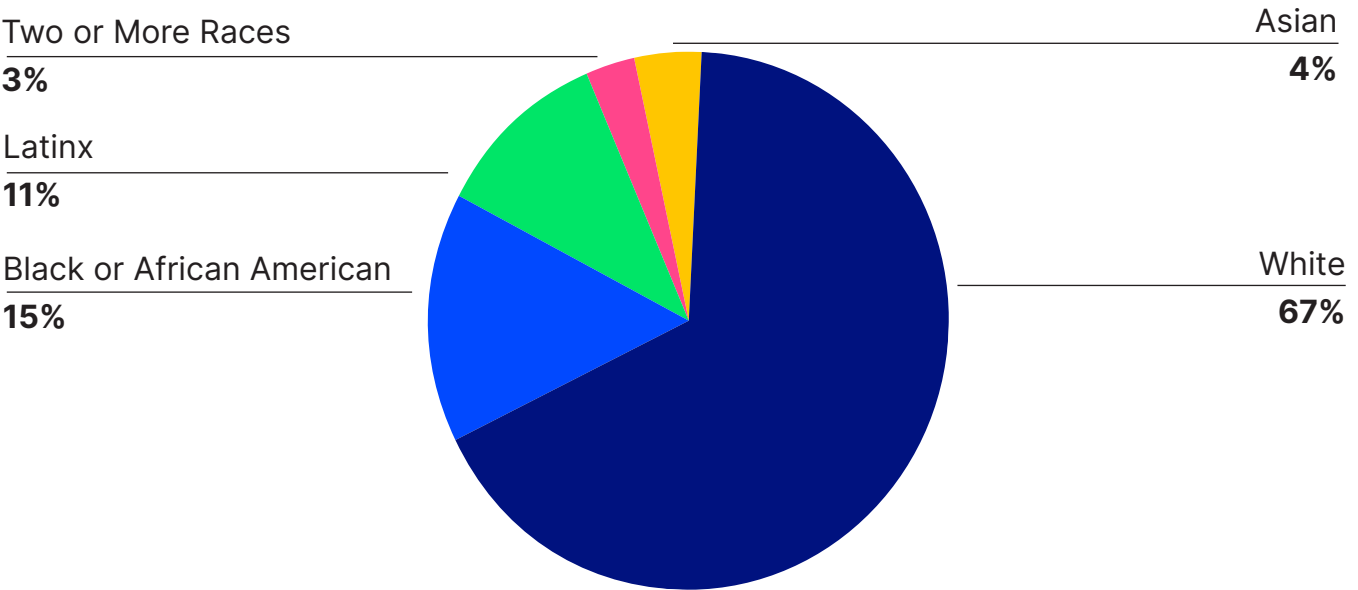- 9, or 14%, of our Team Members were 50+

In 2022, our 84-person team represented the following age ranges:

- 21, or 25%, of our Team Members were between 20 - 29
- 32, or 38%, of our Team Members were between 30 - 39
- 16, or 19%, of our Team Members were between 40 - 49
- 15, or 18%, of our Team Members were 50+
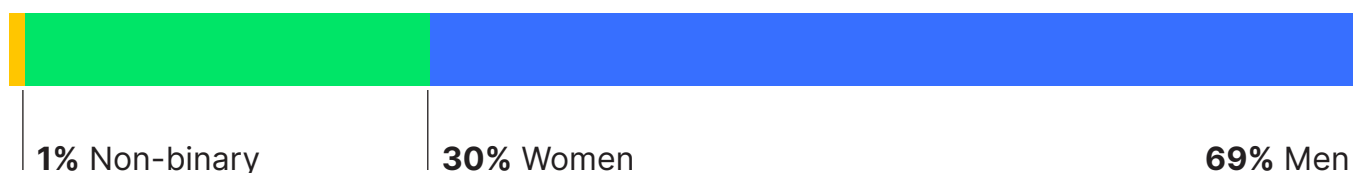
Workforce by Gender 2021

1% Non-binary   **29%** Women   **70%** Men

Workforce by Race & Ethnicity 2021

Two or More Races
3%

Latinx
11%

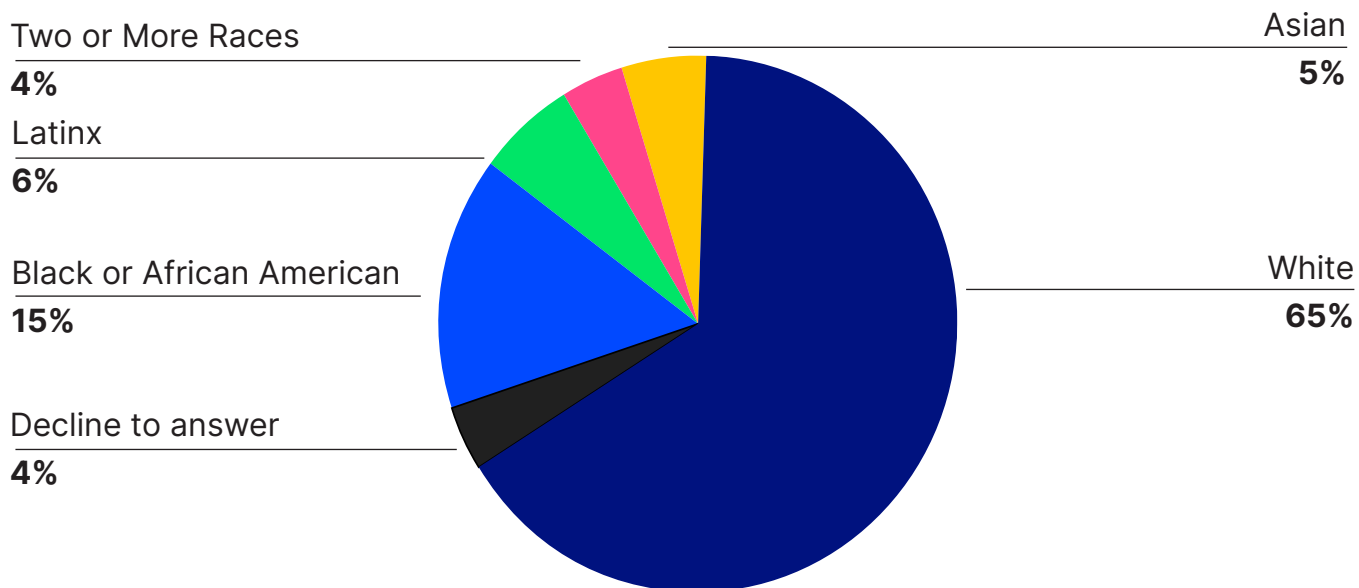Black or African American
15%

Asian
4%

White
67%

With respect to gender, in 2021 just over 1% of people who responded are non-binary, while 29% are women and approximately 70% are men. With regard to race and ethnicity, of the respondents, over 33% are People of Color, with more than 26% being Underrepresented People of Color.

Workforce by Gender 2022

1% Non-binary   **30%** Women   **69%** Men

Workforce by Race & Ethnicity 2022

Two or More Races
4%

Latinx
6%

Black or African American
15%

Decline to answer
4%

Asian
5%

White
65%

With respect to gender, in 2022 just over 1% of people who responded are non-binary, while almost 30% are women and approximately 69% are men. With regard to race and ethnicity, of the respondents, over 30% are People of Color, with more than 21% being Underrepresented People of Color. 4% declined to answer.

Sexual Orientation & Identity

We are proud of our LGBTQ+ representation at Storj. We also recognize the need to continually build inclusivity and create an environment where our team members feel safe and valued. We will stay focused on these efforts and keep measuring their effectiveness through check-ins, engagement surveys, and relationship building. In honor of providing a safe space, we also provide our team members with the option to decline to answer.

Of all respondents in 2021, just over 6% are LGBTQ+ and 23% declined to answer.

Of all respondents in 2022, just over 6% are LGBTQ+ and 12% declined to answer.

Disability

We recognize there is a disability gap in tech that needs to be addressed. We look forward to focusing more on this going forward including making cultural changes to reduce stress that is unhealthy for all but can be especially dangerous for certain disabilities.

Of all respondents in 2021, 1% reported having a disability and 15% declined to answer.

Of all respondents in 2022, 5% reported having a disability and 12% declined to answer.

Military Experience

We value the diversity of experience that veterans bring, and recognize there is room for increased recruitment efforts to bring those skills in-house.

Of all respondents in 2021, 0% of respondents reported being a veteran and 20% declined to answer.

Of all respondents in 2022, 0% of respondents reported being a veteran and 8% declined to answer.

Representation in Leadership & Engineering Roles

Storj continues to strive to increase its racial diversity in leadership and in engineering roles. Below is a snapshot of

Of those reporting gender and race in 2021:

- Of six people at the C-level, two(33%) are Black or African-American and two (33%) are women.
- 38% of all managers, directors, and VPs are women and more than 38% are People of Color (Black, Latinx, and two or more races).
- 29% of leaders (exec., director, or manager) in engineering roles are women.
- 14% of leaders (exec., director, or manager) in engineering roles are People of Color.
- More than 28% of our engineers are People of Color, with 18% being Underrepresented People of Color.

Of those reporting gender and race in 2022:

- Of seven people at the C-level, two (28.57%) are Black or African-American and two (28.57%) are women.
- 42% of all managers, directors, and VPs are women and 37% are People of Color (Black, Latinx, and two or more races).
- 27% of leaders (exec., director, or manager) in engineering roles are women.
- 18% of leaders (exec., director, or manager) in engineering roles are People of Color.
- More than 28% of our engineers are People of Color, with 19% being Underrepresented People of Color.

While there is room for improvement, we saw the following growth in leadership and engineering metrics:

- In 2021, women on our C-level team increased from one to two.
- In 2022, our leaders who are women increased by 9% over the previous year.
- In 2021, our engineers who are People of Color increased by 3% and remained the same in 2022.
- In 2021, our engineers who are underrepresented People of Color increased by 2% and increased by another 1% in 2022.
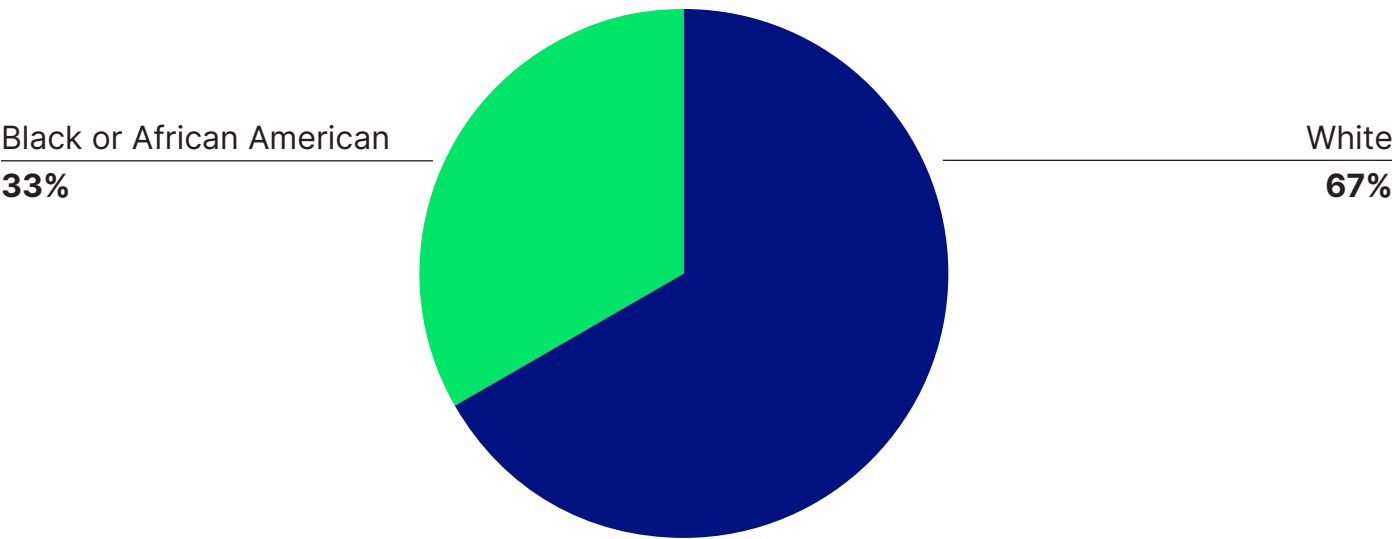
As additional women and People of Color are brought into leadership and engineering, we believe more will see themselves, and ultimately be, in those roles.

Representation in Leadership

C-Level by Gender 2021

33%	67%
Women	Men

C-Level by Race & Ethnicity 2021

Black or African American
33%

White
67%

Representation in Leadership

C-Level by Gender 2022

25%	75%

Women   Men

C-Level by Race & Ethnicity 2022

Black or African American   White

25%   **75%**

Representation in Leadership (continued)

Directors & Managers by Gender 2021

38%	62%
Women	Men

Directors & Managers by Race & Ethnicity 2021

Two or More Races
15%

Latinx
15%

Black or African American
8%

White
62%

Representation in Leadership (continued)

Directors & Managers by Gender 2022

42%	58%
Women	Men

Directors & Managers by Race & Ethnicity 2022

Two or More Races
11%

Latinx
21%

Black or African American
5%

White
63%

Representation in Engineering

Engineering Roles by Gender 2021

2%
Non-binary

16% Women

82% Men

Engineering Roles by Race & Ethnicity 2021

Two or More Races
2%

Latinx
9%

Black or African American
12%

Asian
7%

White
70%

Representation in Engineering

Engineering Roles by Gender 2022

0% Non-binary   **22%** Women   **78%** Men

Engineering Roles by Race & Ethnicity 2022

Two or More Races
2%

Latinx
4%

Black or African American
15%

Asian
7%

Decline to Answer
4%

White
68%
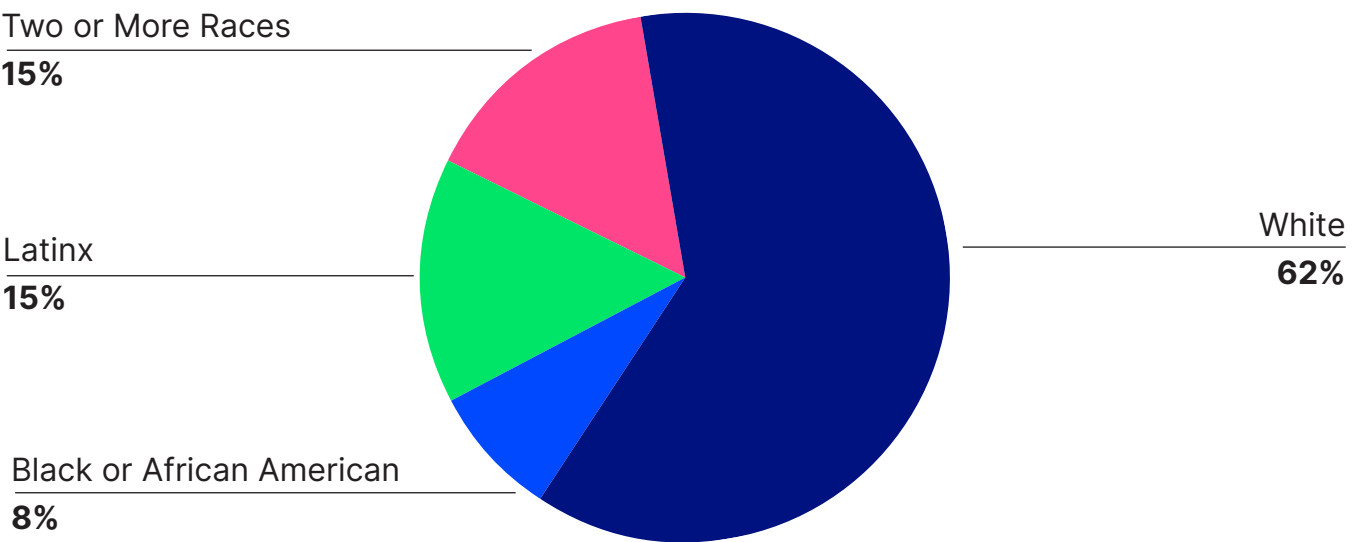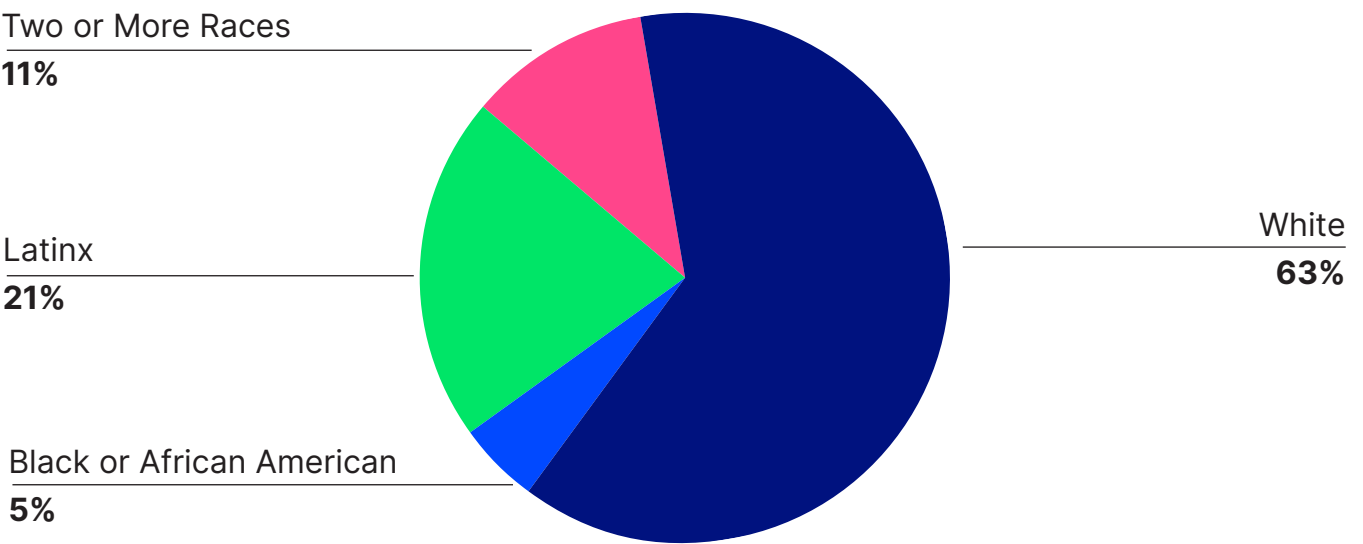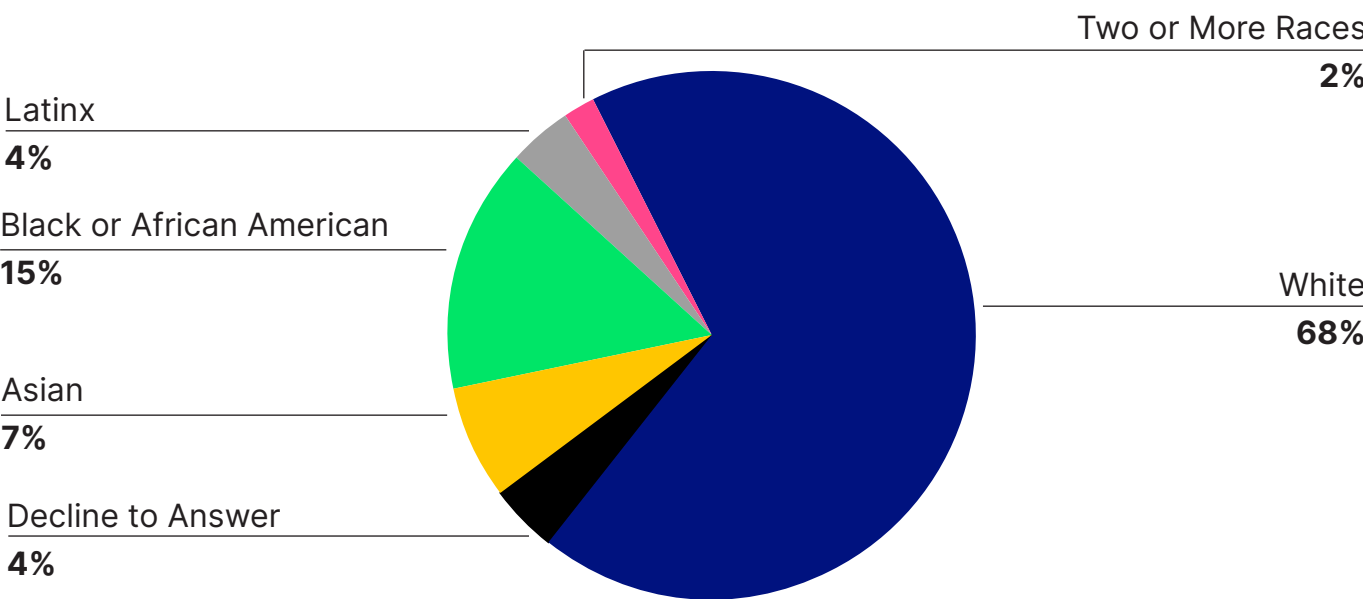
Contractors & EORs

The data in the DEI Report includes contractors who are part of our org chart (Org Chart Contractors), US based employees, and international employees hired through employers of record (EOR) as team members.

In 2021, thirteen of the team members included in the metrics are contractors. Sixteen team members are employed through EORs. Of those contractors and international team members reporting, 21% are People of Color, and 83% are men.

In 2022, fifteen of the team members included in the metrics are contractors. Fifteen team members are employed through EORs. Of those contractors and international team members reporting, 23% are People of Color and 7% declined to answer for ethnicity. For gender, we remain at 83% men.

We will continue to move towards our goal of increasing the gender balance in the team of contractors and international team members we engage.

Hiring (2021 and 2021)

As described in the 2020 DEI Report, the significant changes we made to our hiring process in 2019 continue to positively impact the diversity in our hiring.

Of the 14 hires reported in 2021, 36% are women, 50% are People of Color, and 36% are Underrepresented People of Color.

Of the 27 hires reported in 2022, 33% are women, 4% are non-binary, 33% are People of Color, and 22% are Underrepresented People of Color. We recognize there was a decrease in the percentage of Underrepresented People of Color from 2021 to 2022. A number of factors may account for this. In early 2022, we made our first acquisition, which brought in a deep bench of talent specific to our industry. That acquisition accounts for 19% of our hiring in 2022.
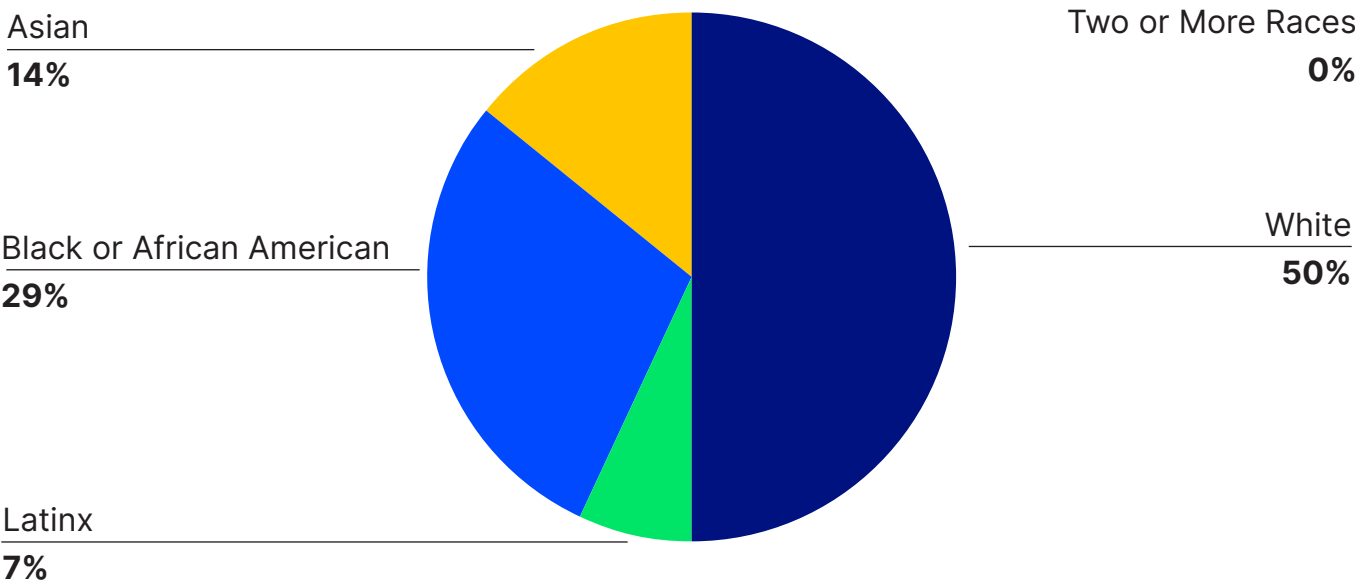
Generally speaking, the tech industry as a whole still lags in women and BIPOC participants and we understand there is more work for us to do here. We will continue to expand on the measures we put in place to increase diversity in the pipeline of candidates, minimize bias in hiring, and create an inclusive environment where all new hires are equipped to succeed.

Hiring (continued)

Hiring by Gender 2021

36%	64%
Women	Men

Hiring by Race & Ethnicity 2021

Asian
14%

Two or More Races
0%

Black or African American
29%

White
50%

Latinx
7%

Hiring (continued)

Hiring by Gender 2022

4%	33%	63%
Non-binary	Women	Men

Hiring by Race & Ethnicity

Asian
7%

Black or African American
19%

White
55%

Two or More Races
4%

Latinx
4%

Decline to Answer
11%
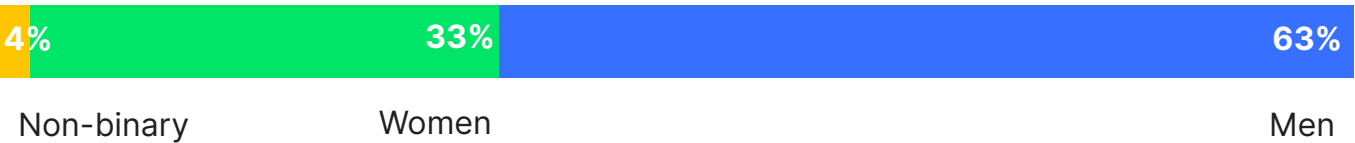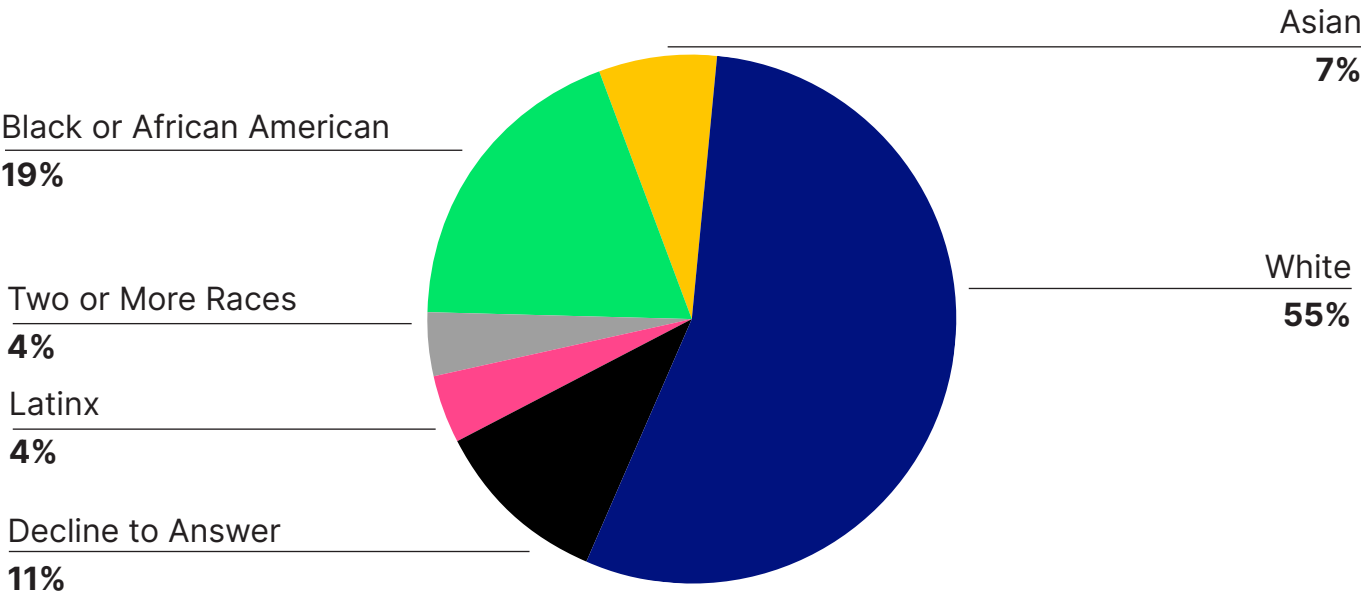
Attrition (2021 and 2022)

2021

- Attrition by Gender: 22% of team members who left in this period are women and 11% were non-binary.

- Attrition by Race & Ethnicity: 22% of team members who left in this period are People of Color, 11% are Underrepresented People of Color.

- Attrition by Tenure: 2.7 years was the average tenure of employees who left in this period, with a total range of 1 to 4 years.

2022

- Attrition by Gender: 44% of team members who left in this period are women and 11% were non-binary.

- Attrition by Race & Ethnicity: 56% of team members who left in this period are People of Color, 44% are Underrepresented People of Color.

- Attrition by Tenure: 2 years was the average tenure of employees who left in this period, with a total range of 1 to approximately 2.75 years.

APPENDIX B

Storj Diversity, Equity & Inclusion Council Charter

Purpose

The purpose of Storj's Diversity, Equity, & Inclusion Council (the "DEI Council") is to improve inclusiveness, seeking to ensure that opportunity, career advancement, wage equity, and access, is available to everyone equally. At Storj, the DEI Council provides opportunities to promote a culture of mutual respect and intersectional equality. Additionally, because strong leadership is imperative for the advancement of diversity, equity, and inclusion, the executive team has committed to championing our efforts and holding the company accountable.

Diversity is the range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs.

Inclusion is involvement and empowerment, where the inherent worth and dignity of all people are recognized. An inclusive company promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs, backgrounds, and ways of living of its employees.

Equity was added to the DEI Council in 2019 to make explicit our aim to promote fair treatment, access, opportunity, and advancement for all people and to remove barriers that impede participation of individuals who have been underrepresented in our industry.

Priorities and Goals

- We actively seek a diverse pool of applicants from historically marginalized groups and people who are underrepresented in tech, including—but not limited to—women, people of color, LGBTQ+, people with disabilities, first- or second-generation immigrants, and people from low-income backgrounds.

- We are committed to anti-racism, anti-misogyny, anti-homophobia, anti-transphobia, anti-ableism, and opposes other forms of oppression and "-isms" within Storj, at either overt or microaggressive levels. We do not weaponize privilege, nor do we weaponize our support.

Priorities and Goals (continued)

- We are committed to creating a more inclusive work environment for all people, recognizing the systemic, historic and ongoing marginalization of people who have been underrepresented in our industry.

- Proactively identify and eradicate bias at every opportunity. This can include audits and reviews of our policies and practices to ensure they do not inadvertently disadvantage or marginalize team members from underrepresented groups or identities.

- We identify opportunities to support Storj's diversity and inclusion efforts on a continuous and ongoing basis, and provide DEI-specific training at each quarterly All Company week in addition to targeted training throughout the year. We also seek out ways to build personal and professional connections between team members and provide access to leadership to ensure there are ample occasions for mutual feedback and for leaders to receive suggestions from team members and DEI Council members.

- We will strive to ensure that Council members are from a diverse variety of backgrounds, perspectives and experiences. This includes people of different ethnicities, races, religions, genders, gender identifications, sexual orientations, physical abilities, age, education, social classes, and beyond. However, we also recognize that DEI work often falls to those who have already been disadvantaged by the patterns that work seeks to disrupt. For that reason, we actively seek means to reward such work and emphasize the shared responsibility for these efforts across the company.

- We support efforts to identify speaking opportunities and training and professional development opportunities for underrepresented employees to build their networks and personal brands, expand their professional networks, build positive mentoring relationships and be empowered to speak about their work and more.

- We stick up for one another. When we see someone being treated as less-than, we create safe and brave space, and practice active allyship. We amplify each other's voices, and perpetuate a culture of inclusion and empowerment for all.

- We encourage company-wide participation in DEI work, encourage all of our leaders to embrace and demonstrate DEI principals in their "tone from the top," and seek opportunities to incorporate DEI values into our processes and practices, including supporting regular DEI-focused, company-wide training.

Meetings, Responsibilities & Communications

We hold DEI Council meetings bi-weekly and share responsibility for our meeting agenda and meeting notes. We use a DEI Slack channel to keep each other apprised of relevant news, articles, and training and other opportunities. The DEI Council has a standing spotlight for updates, events, news, and other relevant developments at the Company's All Hands meeting that takes place every other week.

Roadmap & Initiatives

On an annual basis, the DEI Council presents its roadmap for the year, including new and ongoing initiatives. The DEI Council also is responsible for producing an annual DEI Report, together with support across the Company, which should include key metrics that measure the impact of our efforts..

Membership

Membership

- The DEI Council is open to all full-time, part-time, intern and contracted members of the Storj team.

- Even though we are members of the DEI Council, we understand that being inclusive is a continual learning process, which will come with mistakes. We must be committed to accountability among ourselves for our actions, and constantly learn how to be more inclusive and equitable.

Time Commitment

- The members of the council should plan two one-hour meetings per month as well as additional time on projects and initiatives of their choice, based on their availability and interest. Occasionally, we may need to hold more frequent meetings, depending on the projects the Council is running at the time.

APPENDIX C

Storj Hiring Practices Guide

Purpose & Background

This document, the Storj Hiring Practices Guide (the "Guide"), outlines certain steps we take at Storj to enhance diversity, equity, and inclusion in hiring. Building a diverse, high performing team is critical to our success, so it's imperative that our hiring be fair, effective, consistent, and as free from bias as possible. We anticipate that the guidance will change over time but always with an eye to increasing excellence and diversity on our teams.

This Guide results from an analysis of our hiring to identify processes that may be blockers to building a diverse team. It describes steps we can take to help promote inclusion and eliminate bias.

The hiring process is broken down into these principal steps:

1. Opening a Role & Determining Compensation

2. Drafting the Job Description

3. Posting the Job & Building the Candidate Pipeline

4. Planning and Conducting Interviews

5. Selecting a Candidate

6. Making an Offer

This Guide describes the steps we take to promote inclusion and minimize bias in each of the steps listed above. We are always open to suggestions for how we can further improve these efforts. Please contact People Ops with suggestions or attend one of our weekly open office hour sessions to provide your feedback.

Opening a Role & Setting Compensation

Storj's values of being Secure, Together, Open, Resolute, Empowered, and Different call for us to have a fair and equitable compensation structure. In 2019, the Company implemented its approach to Compensation at Storj, which laid out the Company's data-driven approach to providing a transparent and fair approach to compensation. We believe this structure offers a strong competitive advantage in seeking and securing highly-qualified talent.

A critical aspect of our salary policy includes using an independent third party that surveys other start-ups similarly situated in industry and capital raised. Each position we open aligns to a particular job code and level across companies in our industry. When a new role is opened, People Ops works with the Hiring Manager to complete a job requisition form that identifies the position title, job code, and corresponding salary and equity, among other information such as key responsibilities and the interview team.

The New Requisition Form is completed before a job description for a role is posted, so compensation for a role is established before any candidate is interviewed, ensuring that compensation is based on the role, not on any individual candidate.

To establish the level for a given role, People Ops works with the Hiring Manager to discuss the role and expectations and reference the company's internal career ladder, which describes expectations in the areas of day-to-day work, efficiency and initiative, communication and leadership, and impact. Together they select a level that corresponds to base salary and equity, which establishes compensation for the role. This is documented in a form that goes to the Hiring Manager, executive over the organization, Chief People Officer, and Chief Executive Officer for signing.

DEI NOTE: Storj is deliberate in its efforts to reduce subjectivity and ensure fairness in compensation and benefits. The company's philosophy and approach to compensation is documented in our Compensation Policy. In addition, our commitment to simultaneously adhere to salary transparency and protect the privacy of our employees was captured in this article on compensation at Storj.

Drafting the Job Description

The job description ("JD") for any given role plays an essential part in the hiring process. JDs are the first source of information for a candidate to decide if a role aligns with their skill set and interests. JDs typically provide prospective candidates with a first impression of our company. They communicate our mission, vision, values, and style. They help establish recruiters' and interviewers' expectations of a role and what, or who, we are looking for. With such critical roles to fill, it's imperative that our JDs encourage — not dissuade — qualified candidates from all backgrounds to apply. Storj has provided training on reducing bias in the drafting of job descriptions, which is available for anyone in the hiring process to review. A link to this training is provided to everyone involved in hiring when a position is opened.

Below are some of the guidelines used when creating job descriptions:
- Begin the job description with an overview of the company and position. This reduces uncertainty by establishing context and expectations.
- Use neutral, straightforward descriptions rather than gender-coded, particularly masculine-coded words like "hacker," "ninja," "wizard," "dominant," or "aggressive."
- Limit the number of qualifications you require and only list your "must-haves." Research indicates women in particular may hesitate to apply unless they are confident they meet all qualifications, even if some are simply listed as "nice to haves."
- Avoid corporate jargon which may alienate qualified people from different professional backgrounds or work experiences.
- Emphasize your company's commitment to DEI and the actions you've taken to meet those commitments.
- Point out benefits such as parental leave and childcare to encourage parents or soon-to-be parents to apply.
- Highlight opportunities for career growth, mentorship, training, and development.
- Emphasize the impact the candidate will have in their individual role and in the company at large.
- Think twice before requiring an advanced degree. Ask whether it really relates to a person's ability to do the job. Consider life experience. Job descriptions should require a degree only if there is a clear correlation between attaining such a degree and being able to successfully do the work. Likewise, candidates should not be eliminated on this basis when a job description does not require a degree.

DEI NOTE: Because we know some language can have the unintended effect of discouraging applicants from underrepresented backgrounds, each job description is reviewed and revised by the DEI Council before it is ever posted online. The Council is guided by research and training on inclusive job descriptions, which is available to everyone at Storj.

Posting the Job & Building the Candidate Pipeline

DEI-focused External Recruiters

In 2022, a new Chief Revenue Officer was hired. Under his direction, the sales team has expanded substantially. To enable rapid and efficient hiring, Storj engaged a number of external recruiters. Each one was brought up to speed on the Company's emphasis on DEI, including our Rooney Rule and Parity Pledge commitments, which apply to each of our roles.

Sourcing for Passive Candidates

Active Applicants are defined as candidates who apply directly to a position either from our Careers Page or online job boards, which are used for certain roles to attract individuals with specific skills and are aimed at increasing diversity in the pool of candidates). In addition to Active Applicants, we conduct proactive searches for "Passive Candidates" who are not actively applying to jobs but have the desired skill set or other important qualifications. This focused approach can identify qualified candidates who may not be aware of open roles at Storj. While all candidates are reviewed primarily on their skills and experience, sourcing Passive Candidates allows the recruiter and hiring manager to bring greater diversity into the pipeline.

DEI NOTE: Storj strives to be intentional and proactive to minimize bias and increase diversity. Where other companies encourage policies such as name-blind resume reviews -- a genuine effort to reduce bias -- Storj specifically seeks out the individually unique elements of each candidate, believing that people should not worry that their core identity erodes opportunities. Though we do engage in a name-blind homework assignment -- placing emphasis on the quality of work rather than on the person -- the initial stages in the process offer clear opportunities to ensure pipeline diversity.

Employee Referrals

Leveraging internal referrals is often one of the best ways to build a high-performing team. Since our employees are immersed in the day-to-day operations and demands of their respective teams, they are well suited to judge what would qualify someone to succeed in the role.

In building a strong candidate pipeline, we consider ways to expand opportunities for us to find strong candidates and for those candidates to learn about Storj. Employee referrals are strongly encouraged and rewarded through our Employee Referral Program. Such candidates, of course, are held to the same standards as other candidates.

DEI NOTE: We are cognizant that where a company lacks diversity, referral programs may risk increasing homogeneity. We encourage our employees to consider this risk and strive to build

a team that more properly reflects our diverse communities and customers. This should be reiterated whenever the Employee Referral Program is discussed, such as during orientation and in periodic reminders about the program.

Rooney Rule & Parity Pledge

In 2020, Storj formally adopted its commitment to increasing diversity and inclusion by adhering to the Rooney Rule and Parity Pledge, which calls for at least one underrepresented person of color and one woman to be interviewed for senior positions before an offer of employment is made. Storj doubled down on these commitments by calling for at least two underrepresented people of color and two women to be interviewed. Additionally, these commitments apply to all positions at Storj, not just senior positions. People Ops tracks its commitment to these pledges and reports regularly to leadership on progress against these goals. For some roles, Storj works with outside recruiters and organizations to help increase a diverse pipeline of candidates.

Evaluating Candidates

All in all, Storj takes a holistic approach when evaluating candidates. For those who are early in their career and have limited work history, we consider life experience as well. In other words, attending "top tier" universities and interning with Fortune 50 companies are not the only signs of success. Demonstrating tenacity in the face of life's challenges also suggests a person has certain skills (e.g., flexibility, determination, and the ability to "think outside the box") that are critical to a start-up's success.

DEI NOTE: Opening the criteria beyond the limited considerations of academia forces us to be more open-minded about what success at Storj can look like. For candidates who are further along in their career, we likewise consider not just their tenure, but also what skills they may have acquired while stepping off the career ladder (e.g. raising a family, travel sabbatical, etc.). By viewing the whole picture, we bring a richer depth and breadth of experience to the Storj team.

Planning and Conducting Interviews

Job interviews are the central focus of the hiring process. Simply put, if we want to hire the best people, we need to conduct the best interviews. Not only are we gathering information about our candidates, our candidates are gathering information about us. It's imperative, therefore, that our interviews are engaging, honest, and thorough. Additionally, while the Company website speaks to our perspectives on DEI, our true commitment to and manifestations of DEI are first revealed throughout the interview process.

Each step of our interview and hiring process is outlined below:

Initial Hiring Sync

Effective job interviews hinge on the hiring team's preparedness and shared expectations. We have two Hiring Sync checkpoints to ensure every person on the hiring team is aligned: one before interviewing begins, and one after all Final Interviews have occurred.

Before interviews begin, the People Operations meets with the Hiring Manager to select a hiring panel for each role, with an eye to ensuring representation of team members from different backgrounds and levels. This helps demonstrate our commitment to diversity and shows that we value the contributions diversity of all kinds brings. It also can have a positive effect on a candidate's engagement and sense of belonging.

Once the Hiring Team is selected, usually with at least one person who is not from the team that is doing the hiring to gain exposure to the broader company culture, the Recruiter over a role schedules an initial Hiring Sync with that group to:

- Ensure everyone is familiar with the interview process and their respective roles therein,

- Establish understanding and expectations for the role and from the candidate,

- Discuss relevant questions and talking points for the interviews,

- Share pointers for conducting successful interviews and minimizing bias.

For consistency and accountability, a standard agenda is followed in every Initial Hiring Sync. The same document is used to take note of any salient points discussed in the meeting and serves as a review sheet throughout the hiring process. It links to the JD, notes the role each

person on the Hiring Team plays, describes key functions of the role, what we are looking for in candidates, provides a link to any homework assignment, and may contain some sample interview questions.

DEI NOTE: Throughout the entire process, Storj interviewers should never engage in trick "gotcha" questions. It is appropriate to be thorough when asking about a candidate's experience and qualifications, but our intent should never be to paint a candidate into a corner. Regardless of how well-prepared the interview is, it can never properly simulate the actual work environment. Therefore, it's imperative that we set the candidate up for success rather than push them towards failure..

Recruiter Screen

The Recruiter Screen is the first interview in the process. It is led by the recruiter over the position whose main purpose is to "sell" the opportunity, uncover relevant experience and skill-set, and discern if the candidate is qualified enough to move to the next stage of the process. The person conducting the Recruiter Screen follows a list of talking points to ensure that all candidates have a similar experience, regardless of their background or circumstances.

DEI NOTE: Compensation is discussed at each initial screening call the recruiter has with the candidate, so that all applicants receive the same, transparent information. Aside from the Recruiter Screen, all other interviewers are instructed not to discuss compensation, thereby enabling them to focus on the role and company culture and avoid legal and other pitfalls such as asking about a candidate's prior or current compensation.

Initial Team Interview

The second interview, called the Initial Team Interview (formerly the Technical Screen), allows for members of the Hiring Team to provide more detail into the day-to-day activities of the position and operations of the team. The ultimate goal is to gain an understanding of the candidate's experience, abilities, and interest to discern if the candidate is qualified enough to move to the Homework Stage. We always make sure that a team of two people conducts this interview; it helps ensure continuity in how we conduct interviews, especially where we have new team members conducting interviews. The hiring team is encouraged to write their questions in advance of interviews, which also helps promote a consistent candidate experience regardless of an individual candidate's background

DEI NOTE: By the end of the Initial Team Interview, the candidate should be aware of the emphasis Storj places on culture and inclusion. When evaluating candidates, it is important to remember that Storj is a global company with people of many different backgrounds, experiences, and identities. The ability to communicate and interact effectively with others

in such an environment is critical to success at Storj. Interviewers are encouraged to inquire about the candidate's experiences in diverse environments and opportunities they've had to contribute to DEI efforts inside or outside of work.

Homework Stage

True to its name, the Homework Stage consists of an at-home assignment that is relevant to the position. Homework is given to candidates in technical and certain other positions. It is designed to give the most accurate indication of a candidate's work style and technical on-the-job abilities. Likewise, it should give the candidate perspective on the kind of work we do at Storj.

The homework is built to be engaging, relevant, and equitable. JT Olio, Storj's Chief Technology Officer, published a blog which sheds light on the homework process. In summary:

1. The candidate is invited to an interview-specific Slack channel through which they may converse openly with the team throughout the assignment. The team operates as a support resource which answers questions, provides additional insight and direct, etc.

     While the tasks and format will vary according to the position, it is always expected that the homework review panel is engaging, present, and communicative throughout the process. The homework review panel is made up of a diverse set of employees who are best able to give a thorough and informed review of the specific assignment.

     Where possible, the candidate is assigned a randomly-chosen pseudonym in the Slack channel. By giving the candidate a pseudonym, the emphasis is placed on the work performed, not the person who's doing it. (Some homework assignments contain and require face-to-face interactions and presentations and therefore are not suited to pseudonymous work.)

2. The homework is created in house and should:

     a. Be clear and concise, but with appropriate complexity and challenge

     b. The assignment must not require extensive additional existing knowledge that is unlikely for the candidate to have. It is fair to require some research, but only where the needed information is readily available.

     c. Be representative of the day-to-day work and problems the candidate is likely to face

     d. Provide the opportunity for communication between the candidate and the homework review panel

    e.   Be able to be completed by our target candidates in eight hours or less

3.   In light of the time and effort required to complete the homework, Storj compensates each candidate $500 in STORJ tokens for making a submission.

DEI NOTE: The time allotted for homework completion is out of careful consideration of candidates' existing work and responsibilities. Storj recognizes the inherent effort required by the homework and does not seek to add additional demands and undue stress that would disincentivize them from completing the assignment, especially given the frequent imbalance women face in having greater family responsibilities in addition to their paid work. Therefore, we try to build in flexibility as needed, while still providing guidelines about how long we expect it should take for candidates to complete the homework. Typically this period is eight hours in total, with one week to provide a written submission.

Final Interview

If a candidate's homework submission receives positive reviews from the team, the next step is the Final Interview, typically conducted by three people representing different organizations across the company. They are encouraged to draft questions in advance of the meeting and designate each person who will handle a line of questions or topics in the interview.

DEI NOTE: Establishing the questions in advance and identifying which person will lead particular areas of discussion ensures that candidates have as close to the same experience and level of engagement in their interviews as possible. We do this to avoid the hiring trap where interviewers may connect more with people who look like them or have similar backgrounds. We strive to ensure that all candidates receive the same level of engagement by implementing controls such as prepared questions and structured interviews. Of course, interviewers are not restricted to only the questions they have prepared in advance, should the need arise to delve further into a line of discussion. We hope these guidelines, however, standardize the process to the extent feasible to ensure fairness in the process..

Feedback Survey and Final Hiring Sync

Following the Final Interview, the interview panel completes a short survey to collect written feedback. The Hiring Manager has access to view the responses as they come in. Before a Final Hiring Sync can be held, all written feedback must be in.

As soon as possible after the Final Interview, and ideally within 24 hours, a Final Hiring Sync is held where every person on the Hiring Team is present to provide their feedback, round-robin style, with the Hiring Manager always going last.

DEI NOTE: Throughout the process and written into standard People Operations artifacts such as the initial hiring sync agenda and the introduction to a Slack channel for each role to discuss process, the Hiring Panel is instructed not to discuss the candidate with each other or any person other than the Hiring Manager until the Final Hiring Sync. This is designed to avoid "group think," which can unfairly

impact underrepresented candidates, particularly if the candidate is an employee referral who is not an underrepresented person in tech. During the Final Hiring Sync, all individuals are instructed to refer to each of the candidates under discussion using gender-neutral pronouns to avoid any unconscious bias that may exist around certain genders and roles.

Approving the Offer Letter & Making the Offer

After the Final Hiring Sync, once the Hiring Manager has decided to make an offer, the Hiring Manager and a representative of People Operations meet with the candidate to extend the verbal offer and provide details on compensation and benefits. Candidates are provided the written offer letter and given time to review it. During this time, the candidate is given the chance to meet with additional team members to answer any questions and learn more about the company and opportunity.

DEI NOTE: In the offer call, People Operations should review with the candidate Storj's approach to transparent and equitable compensation, including our use of external data to establish compensation thereby eliminating lengthy salary negotiations that may unfairly benefit some candidates over others. We recognize that not all candidates are familiar with certain compensation or benefits Storj offers such as generous equity and unlimited paid-time off. People Operations shares these and comes prepared to explain basics of equity, including describing the initial grant as well as our annually recurring refresh grants, so the candidate can make an informed decision about the offer.

Storj Labs Mission & Values

We believe in being mission- and value-driven, and are proud that our values are interwoven throughout our product and culture. Our mission and values serve as the foundation for decisions, policies, and product features made by Storj Labs. We are eager to share these with our friends and colleagues. Our mission is to build the decentralized future. Our vision is to be the storage layer for the decentralized internet. We value being:

Secure – We believe that security and privacy in product, process, and habit is key to everything we do.

Together – We inspire, execute, and celebrate as one team, with a commitment to trust, inclusion, collaboration, and accountability.

Open – We commit to the free and open sharing of software, information, knowledge, and ideas.

Resolute – We have the courage to do the right thing, even if it is not the easy thing. We resolve always to treat others ethically, with empathy, understanding, and trust.

Empowered – We empower our users to control their data, our teammates to do great work, and our community to build economic value.

Different – We think differently, act differently, and always look to make a difference.

APPENDIX D

2020 Report: Diversity, Equity, and Inclusion

[2020 Report](#)

2020 REPORT
DIVERSITY, EQUITY, AND INCLUSION